

DEPARTMENT OF SOCIAL SERVICES

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June 13, 1979

ALL-COUNTY LETTER NO. 79-35

TO: ALL COUNTY WELFARE DIRECTORS
STAFF DEVELOPMENT OFFICERS

SUBJECT: LOCAL AGENCY SPECIAL TRAINING FUNDS (LAST)

REFERENCE:

This letter informs you of revised procedures relating to the Local Agency Special Training Fund (LAST) program and supersedes All-County Letter 73-38 issued by Department of Social Services, dated September 15, 1978.

The revised procedures are the result of experience in administering the Fiscal Year 1978/79 LAST program. We found that the time frames established created hardships at both the state and county levels. Insufficient time was allowed for counties to develop both the preproposal and the final proposal; insufficient time was allotted for the prescribed state evaluation process. Moreover, because of the six to eight weeks required to execute contracts between DSS and the county, insufficient time was available to counties to complete accepted projects prior to the end of the fiscal year. The changes are intended to correct these problems and have been reviewed by the CWDA Personnel and Staff Development Subcommittee and the County Advisory Committee (CAC) members.

The revisions provide counties the option of either submitting a preproposal followed by a final proposal, or submitting a final proposal only. Definite deadlines have been removed for submittal of proposals and counties will establish their own deadlines based on projected start-up dates of their training projects.

Summarizing the activity in the LAST program, a total of 23 proposals were received from counties for evaluation and funding during Fiscal Year 1978/79. Each proposal submitted was evaluated by appropriate DSS program staff, Training Bureau staff, and the county advisory committee comprised of five

county representatives. Based on the evaluations received, twelve proposals were conditionally accepted. One county subsequently withdrew its proposal, seven are in the contract process for FY 1978/79 funding, and four will submit final proposals for Fiscal Year 1979/80 funding. Two preproposals submitted in the second LAST fund cycle, are in the negotiating stages. Of the nine denials, one county resubmitted and was accepted.

We are pleased with the activity in the LAST Program and hope the revised procedures will encourage counties to submit additional training projects. If you have any questions or need assistance, please contact Norma Clemons, Training Bureau, at (916) 445-6271.

Sincerely,



R. E. REICH
Deputy Director
Administration Division

Attachments

cc: CWDA

LOCAL AGENCY SPECIAL TRAINING FUND (LAST)

PROJECT CRITERIA

Following are proposal guidelines for use by county welfare departments in the preparation of Local Agency Special Training Fund (LAST) proposals.

PURPOSE

The Local Agency Special Training Fund (LAST) is a limited sum of money set aside for use of county welfare departments to: 1) enhance their in-house training capabilities; and 2) increase the positive impact that training can make on the welfare organization. It provides a source of funds for counties to meet needs outside of their routine budget and to experiment with training ideas or techniques new to that county.

OBJECTIVES

To qualify for consideration, training proposals must meet program requirements of either Title XX or Title IV-A, or a combination of both programs.

Training objectives should relate to the particular training needs of staff. Priority will be given to proposals which address themselves to a systematic training approach designed to instill or to upgrade staff skills in designated areas.

RESPONSIBILITY

The Department Training Bureau of the State Department of Social Services carries the ultimate responsibility of approving and monitoring LAST training projects.

PROGRAM PRIORITIES

Attached is a program priority listing developed from suggestions received from Department of Social Services program managers. It lists possible program areas for which managers feel LAST fund training proposals could be developed. Its purpose is to provide you with an idea list; LAST projects need not be limited to this list.

FISCAL CONSIDERATIONS

LAST funds are available for the fiscal year in which they were budgeted and must be expended prior to June 30 of that fiscal year. Therefore, cost items and activities relating to an accepted proposal must occur prior to the end of the fiscal year. For example, proposals submitted for Fiscal Year 1979/80 should be for a training project that can be completed within the period July 1, 1979 through June 30, 1980.

Another major consideration is state payment on contracts. All payments are made on a reimbursable basis. Counties should have sufficient resources to put up "front money" to carry initial expenditures for a minimum of 30 to 60 days before payment. Reimbursement is made for validated expenditures.

Any costs incurred prior to final contract execution become the sole financial obligation of the county submitting the proposal, as activities can be funded only after the contract is given final approval. Retroactive funding on contracts is not allowable.

Items not acceptable under the LAST program:

1. Routine training project expenses.
2. Salaries of county staff.
3. Major training equipment.

CRITERIA

County welfare departments who wish to utilize LAST funds for training projects may submit either a preproposal or a proposal. Attachment A provides guidelines for a preproposal; Attachment B provides guidelines for a final proposal. All projects will be judged on the basis of the following criteria:

- A. The project must be approved in writing by the local county welfare director(s).
- B. The project must clearly identify (1) training needs; (2) objectives; (3) methodology; and (4) staffing.
- *C. The project must meet at least one (preferably more) of the following results:
 1. Produce either a training design or training materials that will be used beyond the life of the project by either the county welfare department or the DSS Training Bureau.
 2. Produce either a training design or training materials which can be used by other county welfare departments.
 3. Provide skills and/or knowledge to trainees who will, in turn, transfer those skills and/or knowledge to other staff in a systematic, planned way.
 4. Provide training skills development for county and state training staff.

*NOTE: Criteria C above may be waived in special cases with written justification submitted with either the preproposal or the final proposal. For example, a small rural county may find it impractical to invest resources and staff in a major training effort, yet finds it has some specific training needs which cannot be satisfied. In this case, a project will be considered even though it may not meet Criteria C.

5. The project will enable a county to experiment with ideas or techniques new to that county.

PROCEDURE FOR APPROVAL OF TRAINING (PRE)PROPOSALS

LAST training (pre)proposals are to be submitted to the Department Training Bureau, State Department of Social Services, M.S. 14-62, 744 P Street, Sacramento 95814.

Submit an original and five copies of the (pre)proposal including any attachments.

It is desirable that the county initiate preliminary discussions with program managers and/or training staff of the Department of Social Services to seek out program guidance that will help avoid time-consuming delays caused by potential program or budget revisions to initial (pre)proposals.

The desired start-up date of the proposed training project is very significant. Counties have the option of using the two-step method of submitting a preproposal followed by the submission of a final proposal, or counties may submit only a final proposal.

Preproposals: Based on the proposed start-up date, preproposals must be submitted six months prior to that target date. Preproposals will be reviewed and acted upon within 30 working days after receipt.

Proposals: Based on the proposed start-up date, final proposals must be submitted four months prior to that target date. Proposals will be reviewed and acted upon within 45 working days after receipt.

All LAST (pre)proposals will be evaluated by appropriate Department of Social Services program managers, training staff, and a County Advisory Committee comprised of five county representatives.

Following is a schedule which reflects due dates LAST (pre)proposals should be submitted to the Department Training Bureau (DTB) to ensure ample time for review, evaluation, acceptance/denial, the contract process, and completion of the training project:

<u>Submit Preproposal to DTB</u>	<u>Submit Propoasl To DTB By:</u>	<u>When the Projected Start-Up Date is:</u>	<u>Project Completion Date</u>	<u>Time Available to County to Complete Project</u>
4/1/79	6/1/79	10/1/79 (FY 79/80)	6/30/80	9 months
5/1/79	7/1/79	11/1/79	"	8 months
6/1/79	8/1/79	12/1/79	"	7 months
7/1/79	9/1/79	1/1/80	"	6 months
8/1/79	10/1/79	2/1/80	"	5 months
9/1/79	11/1/79	3/1/80	"	4 months
10/1/79	12/1/79	4/1/80	"	3 months
11/1/79	1/1/80	5/1/80	"	2 months
12/1/79	3/1/80	7/1/80 (FY 80/81)	6/30/81	12 months
1/1/80	4/1/80	8/1/80	"	11 months
2/1/80	5/1/80	9/1/81	"	10 months

DEPARTMENT OF SOCIAL SERVICES
LAST FUND: PROGRAM PRIORITIES LIST
Fiscal Year 1979/80

The following program priority list was developed from information received from various Department of Social Services managers. It includes possible subject areas for which managers feel LAST fund proposals could be developed. Its purpose is to provide an idea list; counties are encouraged to expand on the subject areas.

Counties may use LAST funds to sponsor a project completely carried out by in-house staff; or to sponsor a project carried out by external consultants; or to sponsor a project carried out jointly by two or more counties; or a combination of the above.

Basic Social Work Skills

Develop a training proposal that would address basic social work skills in the following areas:

- * Caseload Management, e.g., priority and evaluation of cases; description of types; use of field days; forms; recording.
- * Employment/Unemployment: Primary and secondary settings; work history of clients; steps to follow; discrimination; exploitation and intimidation.
- * Resolution of Interpersonal Problems: divorce, death; desertion; absenteeism; alcoholism; migration; unemployment; health; children; homosexuality; marriage.
- * Working with the Aged: Increasing interest; more resources available; nutrition; the political force; male-female ratio.
- * Conflict Resolution: Various models examined with role playing of contrived situations by participants.
- * Entry Level Training of the Midmanagement Supervisor: Problems to be encountered; suggested solution courses; identify and loyalty conflicts analyzed; programming for the future.
- * Working with Clients Involved with Drugs and/or Alcohol: Identification of problems and substances in both technical and street language; precise role (and limitations) of worker.

Participants would be delivery of social services personnel and first-line supervisors.

The Role of the Social Services Unit Supervisor

Develop a training proposal that would address the importance of the unit supervisor in getting work done through others; teaching; enhancing caseworker capability; workload management; evaluation of and being responsible for program standards and results. One objective would be to overcome some of the role confusion prevalent among supervisors; strengthen the unit supervisor cadre throughout the state. Participants would be social services unit supervisors, section chiefs, and training officers.

Formulating and Recording the Case Service Plan

Develop a training proposal that would address the relationship of a clear, written case service plan to continuity of service; clarity of understanding between client, worker, and agency on what the problem is and what is to be done about it; accountability and evaluation of results; and maintaining program standards. Training would be addressed to social service workers, unit supervisors, and training officers.

Understanding the Seemingly Unmotivated/Passive/Apathetic Client

Develop a training proposal that would result in establishing skills, knowledge, and strategies for establishing credibility; e.g., breaking problems into small "do-able" pieces. Training would be addressed at social service workers, unit supervisors, and training officers.

Foster Care

- * Develop a training proposal which would address permanent planning for children in foster care. Training could be addressed to (a) assessment of the child's potential for returning home, permanent placement in foster care, placement in adoption or other alternative to foster care; and (b) carrying out the permanent placement plan.
- * Develop a training proposal which would address foster parent training for the improvement of care of foster children, and for the care of foster children having special needs. This training would be directed to foster parents, particularly those foster parents who care for children with special needs.
- * Develop a training proposal to address institutional caretaking staff needs in ways to improve the care of children in group care. This training would be directed to staff employed in county-operated facilities which serve foster children.

Recipient-Caused AFDC Errors

Develop a training proposal designed to address the impact of recipient-caused (QC) errors. County welfare department staff frequently express frustration at their perceived inability to reduce recipient errors which account for 50-60 percent of all errors. The training could be for eligibility staff on interviewing techniques specifically intended to reinforce recipient reporting responsibilities.

Services to the Blind

Develop a training proposal which would increase awareness of special services to the blind. A few suggested subject areas are: what community resources are available locally and in nearby counties; what are the differences between social security for the blind vs Aid to the Potentially Self-Supporting Blind; residence criteria; seeing-eye dog services and sources; sensitivity to the needs of the blind/such as providing readers of typewritten material. Intake workers, eligibility workers and social workers should be the target for training on blind services as they have the initial as well as ongoing contact with blind clients. The Department of Social Services, Special Services for the Blind offers consultation to counties desiring to design a training program for services to the blind.

The California Social Services Planning Act (AB 1642)

Design a training program in assessing the needs of social services programs; monitoring social services programs; and evaluating social services program in preparation for fulfilling requirements of AB 1642. Counties could prepare segments of the training or an entire training package might be prepared with counties working with the Department of Social Services, AB 1642 Implementation Branch.

In-Home Supportive Services

Design a training program directed at improving the service workers and first-line supervisors knowledge and understanding of IHSS forms and procedures aimed at increasing the efficiency, effectiveness, and equity of the IHSS program.

Adult Protective Services

Develop a training proposal which would provide skill and expertise to Adult Protective Services workers and supervisors in working with the alcoholic, drug addict, and the elderly.

Family Planning Services

Develop a training proposal for eligibility workers, supervisors, social workers and social worker supervisors, aides and volunteers in the area of the delivery of family planning services. Emphasis on the sexually active teenager and cultural minorities.

Local Agency Special Training Fund (LAST)

PREPROPOSAL GUIDELINES

Counties may opt to submit a preproposal for evaluation prior to submitting a final proposal. The preproposal should be brief (no longer than four to five pages) and concise. It must be submitted to the DSS Training Bureau at least six months prior to the projected start-up date of the training project. Applicants will be advised of the evaluation results within 30 working days after receipt. When accepted, the applicant will be responsible for submitting a final proposal. When denied, applicant will be advised of the reason for this action.

A. Cover Page

The cover page shall include:

1. Title of project.
2. Sponsoring organization (name and address).
3. Contact person (name, title, address and phone number). The contact person must be knowledgeable about the project.
4. Signature of the county welfare director(s).

B. Preproposal Format

The preproposal must address the following areas in the prescribed format. Additional comments and/or data may be included when needed for clarification.

- | | |
|---------------|---|
| 1. NEEDS | Provide a clear description of the specific training needs to be addressed by this project. This should include an explanation of how the training need was identified, and what other attempts have been made to address the need. |
| 2. OBJECTIVES | Describe the specific objectives of the project and explain how the training will meet these objectives. |
| 3. RESULTS | Describe expected results of the project including a) final end products, e.g., training designs, materials, skills; b) how this training will improve county operations; c) identify primary "beneficiaries/recipients" of the project; d) explain how these results will be multiplied beyond the initial products and beneficiaries/recipients; and e) explain what would happen if the project is not approved. |

4. METHODS
Describe the methodology to be used, including a skeleton outline of how the objectives will be achieved.
5. EVALUATION
Explain how and what information will be collected for evaluation. How will information be analyzed and by whom.
6. RESOURCES
Describe the resources to be used including:
 - A. A preliminary budget showing estimated LAST funds needed.
 - B. Estimated duration of project.
 - C. Estimated number of staff required and planned source of staff, e.g., internal county staff, outside consultants.

Local Agency Special Training Fund (LAST)

FINAL PROPOSAL GUIDELINES

The following guideline describes data to be included in a final LAST proposal. Applicants may include other supportive data or information to strengthen their proposal, such as any relevant statistical data, letters of endorsement from other counties or the state agency, etc. Final proposals must be submitted to the DSS Training Bureau four months prior to the projected start-up date of the proposed project. Proposals will be acted upon within 45 working days after receipt. When a proposal is accepted, the Department Training Bureau will initiate the contract process. If the proposal is denied, the applicant will be provided an explanation of the reasons.

I. Cover Sheet

- A. Project title.
- B. Name and address of the organization(s) submitting the proposal.
- C. Contact person - name, title, address and telephone number.
- D. The beginning and end dates of the proposed program.
- E. The total requested budget.
- F. Name, address, and signature of the Welfare Director(s) approving submission of the proposal.

II. Proposal Format

A. NEEDS

- 1. Assessment or data that supports the existence of a training need.
- 2. Probable cause of the need.
- 3. What must be done to address the training need and why.
- 4. The extent to which the proposed project will address the need.
- 5. Other approaches being taken to resolve problem which the training need reflects.

B. OBJECTIVES

- 1. Proposed outcome of the project in measurable terms.
- 2. How the project meets criteria C, page 2, of the LAST fund project criteria including a complete description of any training design or materials that will be produced and potential users.

C. RESULTS

1. Relationship of proposal to the achievement of particular program objectives.
2. Evaluation
 - a. Hypothesis the project hopes to prove.
 - b. Explain how and what information will be collected for evaluation.
 - c. How information will be analyzed.

D. METHODS

1. A statement describing the overall approach taken to reach the project's objectives.
2. The activities needed to take place under the following project phases: planning, program start-up, implementation and evaluation.

A time schedule for each activity as well as the percent of each staff person's time required to complete each activity.
3. The population whose needs will be addressed by this project, their role in the project and how they will be selected.
4. Include proposed plans for dissemination of final program results and data to potential users or other interested parties. If a continuing training program, how will it be integrated into the ongoing program.

E. RESOURCES

1. Budget to include the following:
 - a. Materials and supplies
 - b. Consultant cost
 - c. Travel expenses
 - d. Breakdown of staff costs by job titles
 - e. Facility cost
2. Explanation of budget items including:
 - a. How staff cost was computed.
 - b. Purpose and destination of travel.
 - c. Equipment, material and facility cost justification.
 - d. Indirect cost determination.

3. Staff and Consultants

- a. Qualifications of staff and consultants including resumes.
- b. Organization charts of project staff positions and relationships.

4. Project Relationships

- a. Organization chart or narrative explanation of project relationship to county or counties.
- b. Organization chart or narrative explanation of project relationships to state.